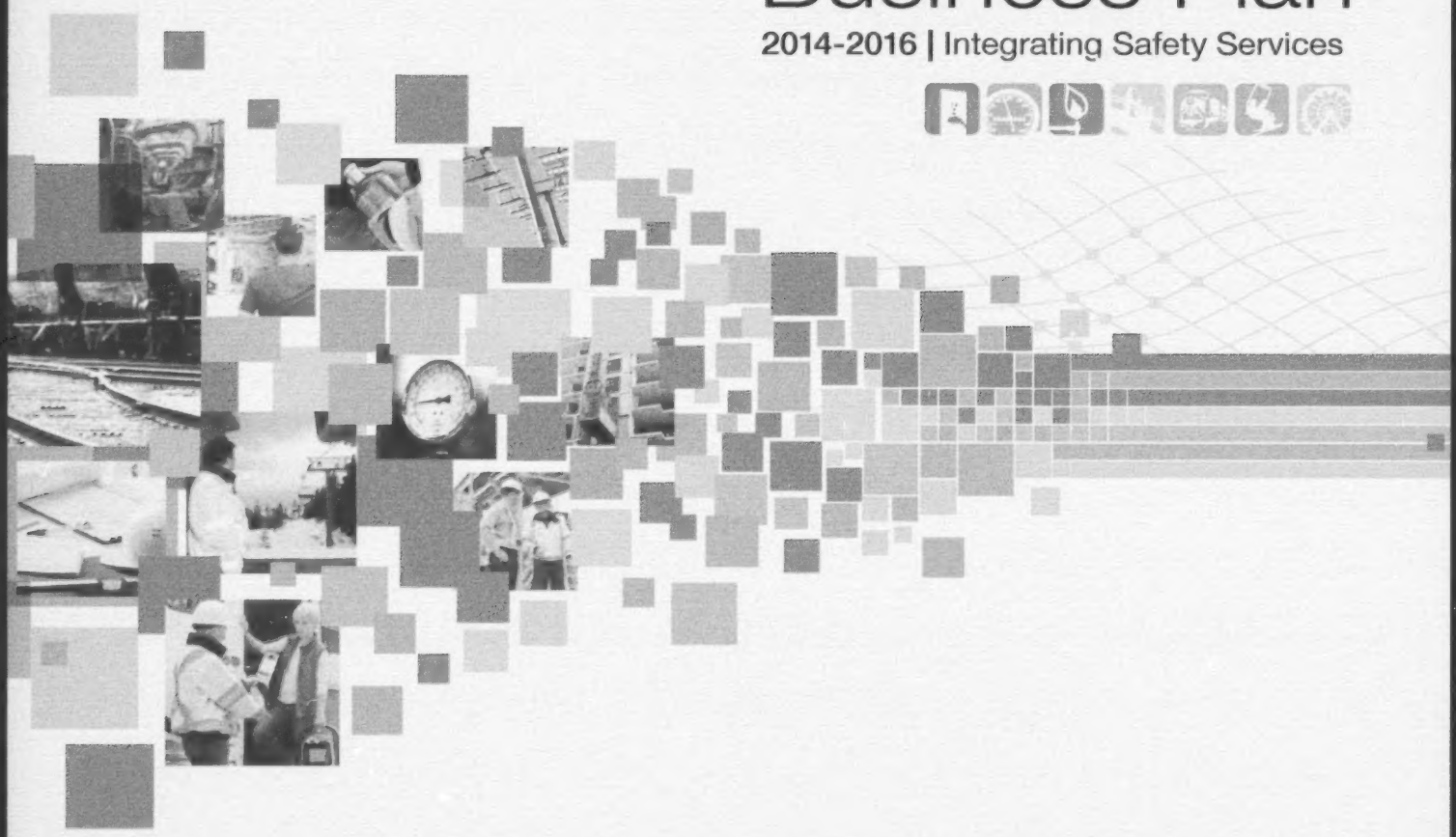
BC Safety Authority

Safety Authority

Business Plan

2014-2016 | Integrating Safety Services



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2014 marks BC Safety Authority's 10th anniversary. As we look to the future, our focus is on developing a deeper understanding of our clients' needs and strengthening our connections with them.

Who we are

BC Safety Authority is an independent, self-funded organization mandated to oversee the safe installation and operation of technical systems and equipment. In addition to issuing permits, licences and certificates, we work with industry to reduce safety risks through assessment, education and outreach, enforcement, and research.

Our mission

We build your confidence in safety systems for life – through a focus on risk and support for innovation.

Our values

Simplicity:
We reduce complexity through common sense and clear intention.

Authenticity:
We express our humanity. We are people working on behalf of people.

Accountability:
We do what we say we will do.

Our vision

Safe technical systems. Everywhere.

What we do

We deliver safety services across the following technologies in the province:

- Electrical equipment and systems
- Boilers, pressure vessels and refrigeration systems
- Natural gas and propane appliances and systems, including hydrogen
- Elevating devices, such as elevators and escalators
- Railways, including commuter rail
- Passenger ropeways, such as aerial trams and ski lifts
- Amusement devices
- Complex and integrated technical systems involving several technologies

Our services include:

- Assessing technical work and equipment, including collecting information through physical assessment, incident investigation and registering new equipment and designs.
- Certifying individuals and licensing contractors and operators to perform regulated work.
- Supporting clients in the development of alternative safety approaches, and auditing their safety management plans or equivalent standard approaches.
- Educating our clients and the broader public about technical safety to better control risks.
- Taking enforcement actions that promote an equitable safety system where all participants are compliant with regulations.
- Conducting research, including contributing to provincial and national safety code development and updating regulations for the technologies we serve.

The BC Safety Authority operates within a legislative and regulatory framework that includes:

- *Safety Authority Act*
- *Safety Standards Act and Regulations*
- *Railway Safety Act and Regulations*
- *Administrative Tribunals Act*
- *Freedom of Information and Protection of Privacy Act*
- *Ombudsperson Act*
- *Offence Act*

Board of Directors

BC Safety Authority is governed by a board of up to fifteen directors that monitors performance and sets the organization's strategic direction in consultation with management. Directors are appointed on the basis of merit; they must meet the qualifications established in the Safety Authority Act and abide by a code of conduct.

The Board is organized with the following committee structure:

- Finance and Audit
- Governance and Human Resources
- Strategic Advisory

For further information, including our *Annual Report* and annual *State of Safety Report*, visit the 'About' section of our website at www.safetyauthority.ca/about

Introduction

The strategic theme of BC Safety Authority's 2014-2016 Business Plan is: **Integrating Safety Services.** In year two of our 10-Year Strategy, we will focus on achieving our goals by optimizing the capabilities of our new information technology (IT) system and by bringing together the necessary resources from across the organization to deliver knowledge-based safety services.

In 2013, we launched our 10-Year Strategy and made significant progress toward becoming a knowledge-based business – one that uses IT to capture, analyze and share safety data. This has allowed us to grow and develop services, enhance our resilience as an organization, and deliver effectively on our mandate. Specifically, we implemented our new information management system and MyConnection online client portal; we initiated collaborative opportunities to share our knowledge and technology with municipalities; we began to clarify the identity of our strategic client to better attach equipment owners to the safety system; and we redirected our hazard assessment processes to restructure feedback mechanisms for "as-found conditions" (i.e. hazard conditions found during physical assessments).

Our goal of becoming a knowledge-based, risk-focused organization requires that we focus on developing new, value-added services that provide safety information to clients, enabling them to make informed decisions on managing risk. Thanks to our new information management system, we now have the right tools to collect, analyze and communicate relevant information on risk and safety, as well as expand our oversight capability.

In 2014, we will apply these tools to deliver relevant risk reduction information to our clients and to monitor compliance. We will also build on the implementation of our IT system that began in 2013 by continuing to stabilize and optimize this new system through enhancements and alterations. We will significantly enhance the MyConnection client portal, focusing first on implementing the top requested modifications.

We will focus on data integrity in order to improve the quality of the data we capture and analyze, allowing for more diverse reporting capability that will provide better business intelligence to our clients and staff.

In support of these aims, we will continue to build our leadership capacity, systems, and people practices. Learning and sharing will be the principles underlying the development of our staff in their leadership, client services and technology skills.

By the end of 2014, we will be 20 percent of the way through our 10-Year Strategy. We will have grown our capacity as a "solutions provider" and will show how we can bring successful change into other organizations that want to improve safe technical systems. We will service the growing Alternative Safety Approaches (ASA) business, use as-found conditions to inform our hazard assessment processes, and strengthen our presence in the industries we oversee by continuing to engage with clients to bring unpermitted work into compliance.

2014 marks BC Safety Authority's 10th anniversary. As we look to the future, our focus is on developing a deeper understanding of our clients' needs and strengthening our connections with them. This client-focused approach will inform the integration of our operations, helping to streamline our processes and optimize our delivery channels as we continue our journey towards implementing our 10-Year Strategy and achieving our vision of *Safe Technical Systems. Everywhere.*

Overview

The safety system comprises people, equipment, safety standards and work practices, and BC Safety Authority (BCSA) expects industry and the public to actively participate within the system. In support of our 10-Year Strategy, this business plan focuses on what we will accomplish in 2014-2016. We will continue to develop a knowledge-based business and grow our ability to collect, maintain and analyze safety and risk data. We will use our technical expertise to benefit clients and society by influencing better safety outcomes across the safety system. This document describes how we will work to achieve each of our strategic goals:

For Safety:

We will rely on our Resource Allocation Program (RAP) scores to guide decision-making and focus more effectively on areas of elevated priority. We will apply RAP to more of our technologies and to both installation and operating permits.

For Clients:

We will make our client services more accessible, so participation in the safety system becomes easier and more valuable. This will be made possible by enhancing our new online system and by further tailoring our services to meet the specific needs of our clients.

For People:

We will continue to increase our capacity to learn and support our people in becoming innovative and delivering business improvement.

For Sustainability:

We will balance costs and revenues so that we contribute to our capital reserves, which rejuvenate our business through re-investment in new ideas that advance technical safety.

We are accountable to improve results continually based on these key measures:

- Understanding and control of safety risks and unsafe conditions.
- High-RAP assessments – the focus and attention we give to higher priority situations.
- Client satisfaction with our services and delivery channels.
- Return on investment of major expenditures, such as our new information system.
- Employee alignment with the business direction.

Safety

STRATEGIC GOAL:

To advance the understanding of safety risks and to develop the best ways to manage them.

3-YEAR MILESTONE:

An integrated, safety-risk information system that facilitates the transfer of knowledge between regulators, duty holders (i.e. asset owners and those performing technical work) and the public.

A focus on risk is imperative to understanding and managing hazards (i.e. unsafe conditions), and provides the basis for an effective and efficient system of safety oversight. The tools and activities of our risk-based approach are captured in the four pillars of our Accident Prevention Model: 1) assessment; 2) research; 3) education and outreach; and 4) enforcement. These pillars are instrumental in growing safety knowledge and shifting oversight away from simple correction of non-compliance to prevention of unsafe conditions.

We believe that, if given the information they need, safety system participants will take responsibility for technical safety. By engaging participants to continually identify ways to improve safety, the system will become self-reinforcing. This philosophy expects the best of people and sets a high standard. Therefore, when duty holders neglect their safety responsibilities, we will intervene.

Over the next three years, we will bring more hazard information to safety officers, clients and the public to better equip them to manage risk. Our safety tactics will increasingly depend on our new information technology and our hazard assessment processes to provide duty holders and our staff with the right tools to identify and manage technical safety risks and increase their participation in the safety system. Likewise, better data will more effectively inform and guide the continued development of the pillars of the Accident Prevention Model.

Safety Objective 1:

Develop and share safety knowledge that gives system participants the tools to come up with safety solutions.

2014 Tactics:

- Use information from hazard conditions found during physical assessments to manage and learn about safety risks.
- Establish Enforcement Program practices for Alternative Safety Approaches, clarify duty holder responsibilities, and promote shared learning from actions and events.
- Establish a world-class Incident Investigation Program that identifies, captures, and shares knowledge about safety risks.

2015-2016 Tactics:

- Augment the public's ability to make informed safety decisions by enhancing the role of the Registrar and improving practices for integrating and sharing certificate and licence holder information with other jurisdictional authorities.
- Advance the management of safety hazards by implementing education programs and engagement practices that clarify safety responsibilities and advance learning and innovation.

Safety Objective 2:

Build safety leadership in system participants through enhanced duty holder accountability, shared knowledge, and collaborative problem solving.

2014 Tactics:

- Develop certification programs that clarify participant duties and responsibilities, establish practices for sharing and maintaining knowledge, and promote safety system efficiency and effectiveness in the following areas:
  - Fully implement Elevating Devices Mechanic Certification;
  - Initiate a plan for Passenger Ropeway Mechanic Certification;
  - Enhance the Electrical Field Safety Representative (FSR) Program; and,
  - Initiate a plan for the Gas Field Safety Representative (FSR) Program.
- Partner with gas industry associations to develop approaches and practices for creating and delivering education related to the hazards of portable gas-fuelled appliances.

2015-2016 Tactics:

- Establish a consistent approach to increase reliance on qualified persons' declarations of compliance for product approvals and design registrations.
- Improve oversight of licensed contractors by developing and implementing tools for quality audits and regular reporting of performance.

Safety Objective 3:

Apply a risk-based approach to managing the full lifecycle of systems and equipment.

2014 Tactics:

- Improve and expand the application of our Resource Allocation Program (RAP) to prioritize and direct our assessment resources.

2015-2016 Tactics:

- Support asset owners with the identification and management of potential hazards created by aging or outdated systems and equipment.
- Develop the capacity to learn about and support new and innovative technologies in BC.

Safety Objective 4:

Implement sound policies supported by relevant regulatory instruments so our approach to managing safety risks is accessible, responsive, and balanced.

2014 Tactics:

- Work with the BC Oil and Gas Commission (OGC) to clarify roles and establish an effective system for regulatory oversight of Liquid Natural Gas (LNG).
- Implement provincial policy for the technical safety oversight of BC Hydro.
- Seek stakeholder input on the development of recommendations for amendments to the:
  - *Safety Standards Act*
  - *Safety Authority Act*
- Identify the issues that need to be addressed within a future regulatory review of the Boiler, Pressure Vessel & Refrigeration Regulation and Gas Safety Regulation.

2015-2016 Tactics:

- Evolve regulations that are easy to understand, enable the right safety responses, and clarify binding roles and accountabilities for optimal management of safety risks by safety system participants.
- Conduct reviews of the Boiler, Pressure Vessel & Refrigeration Regulation and Gas Safety Regulation, including consultation.

Clients

STRATEGIC GOAL:

To contribute to our clients' success by providing valued services that attach clients to the safety system and drive higher safety performance.

3-YEAR MILESTONE:

An expanded client base accessing more self-service transactions, successful new knowledge-based services, and improved client engagement with BCSA.

The safety record of a contractor or equipment owner impacts their reputation and, ultimately, their financial success. BCSA's role is to help clients improve their safety record through easy attachment to the safety system, timely knowledge about risk management, and support to take innovative and cost-effective approaches to improving technical systems' safety.

Over the next three years, our focus will be on ensuring our services respond to both client and safety needs, with a focus on making it easier for clients to do business with us, enabling our staff to work more efficiently. In order to engage our increasingly diverse client bases, we will work to identify different client groups and tailor services for each group. We will continue to expand our reach by sharing safety information across BC and using our knowledge to launch new safety and risk management services.

Clients Objective 1:

Deliver effective and efficient core services that reinforce the benefits of our Accident Prevention Model.

2014 Tactics:

- Improve client business efficiency when interacting with BCSA through continued enhancements to our new IT system and client portal.
- Make client transaction processing and document delivery faster and more cost-effective through a sustained channel shift from counters to portal and contact centre, and a migration from paper to electronic.
- Respond to growing client demand for assessment services in the Boiler, Pressure Vessel and Refrigeration technology by streamlining delivery processes and increasing our overall delivery capacity.
- Expand client self-service by automating additional technologies and services on the client portal.

2015-2016 Tactics:

- Provide more clients with immediate access to the safety system by extending client self-service transactions to all technologies, and by launching mobile applications.

Clients Objective 2

Improve and expand our dialogues with clients to gain more insight into their technical safety needs and to share our safety expertise.

2014 Tactics:

- Consolidate client feedback channels to give BCSA better insight into client satisfaction with our existing services, and identify ways to improve these services.
- Improve client safety knowledge by increasing client communications such as technical newsletters and client safety history reports.
- Create a comprehensive client and stakeholder engagement strategy, including engagement objectives for different groups, and tools and processes to record and share information on stakeholder needs.

2015-2016 Tactics:

- Expand opportunities for real-time client and stakeholder information exchange on electronic channels, such as social media.

Clients Objective 3:

Improve client value for existing services and develop new, value-added services for "strategic clients".

2014 Tactics:

- Tailor existing services to better meet the safety needs of contractors and different types of technical asset owners (e.g. large-scale asset operators, businesses and home owners).
- Expand support to large, multi-technology clients during both the installation and operating phases of their technical systems projects, with a focus on the oil and gas sector.
- Implement new safety services to improve workload planning for BC Hydro, and to support electrical operating permits for the City of Victoria.

2015-2016 Tactics:

- Offer safety and risk management solutions to other BC municipalities and to organizations outside BC.

People

STRATEGIC GOAL:

To have a courageous culture where employees build and deliver the safety services for the future.

3-YEAR MILESTONE:

Our knowledge-based organization is supported by developing systems and practices that enhance the capability of our employees.

As a service business where our product is knowledge, the greatest opportunity within BCSA lies in fully realizing the intellectual capability of our people. Our approach of making clients responsible for safety, along with the integration of technology within industry, will continue to shift our focus from the physical assessment of equipment and work to a broader evaluation of systems (different technologies working together) and risk control. We are preparing for a future where our employees will assess risk across technologies and will specialize in failure prediction and analysis.

Over the next 10 years, BCSA will need to integrate people with different backgrounds, contributions and work styles into a fluid and flexible workforce. Our employees will turn knowledge and expertise into valued services for the advancement of safety.

People Objective 1:

Cultivate a systems focus.

2014 Tactics:

- Implement our Human Resources Management System that provides internal leaders with accurate, timely, and comprehensive information for strategic decisions on people deployment, skill building, and human resources practices that support our 10-Year Strategy.
- Support our employees in developing integrative and systems-oriented skills through job-specific training and assignments. Examples are "as found" and investigation processes and the development of an assessment process that spans across technologies.

2015-2016 Tactics:

- Identify cross-technology development opportunities (e.g. acting assignments, projects) for employees, linked to new safety and client services.
- Implement a workforce plan that is responsive primarily to safety and client needs, with secondary emphasis on technology and geography.

People Objective 2:

Connect each person's work to the cause.

2014 Tactics:

- Foster and advance our cultural transformation by providing training and collaborative discussions which build organizational capability and employee commitment to our 10-year Strategy.
- Develop a consistent technical orientation process for new employees that enables them to understand and meet safety and client needs.
- Implement a system that offers on-line learning for employees and clients.

2015-2016 Tactics:

- Measure our cultural transition to a learning-oriented, adaptive, and connected environment in support of risk management and safety oversight.
- Enable a nimble learning environment where employees feel supported to solve problems and implement new ideas.

People Objective 3:

Create an open organizational structure.

2014 Tactics:

- Create a leadership development program that results in clearer accountability for employee, client, and organizational success. In 2014, we will provide increased clarity around leadership direction and lines of reporting for safety officers and other employees who receive direction from more than one leader.

2015-2016 Tactics:

- Develop learning tools, processes, and communications that enable employees to apply their skills to higher value client services and greater influence among BCSA stakeholders.
- Encourage contributions from previously untapped resources, including from clients, global employees, volunteers and safety advocates.
- Expand client and staff knowledge management and information exchange through new or revamped communication vehicles and platforms.

Sustainability

STRATEGIC GOAL:

To optimize human, financial and relationship capital, and to anticipate and adapt to changes in our marketplace.

3-YEAR MILESTONE:

A 15 percent internal rate of return is realized on our investment in information technology.

Most of our revenue comes from work associated with new construction. Our fluctuating revenue history moves with the construction industry, and has proven that we cannot depend on the natural variability of BC's construction cycles. Without sensible growth and diversification of revenue sources, our business model is unsustainable.

We will build the financial reserves needed to provide future capital for reinvestment, just as we used past reserves to invest in our new information system. We will forge strategic partnerships and adapt lines of business to steadily improve key indicators of corporate health such as contribution margins, overhead ratios, productivity and revenues.

Sustainability Objective 1:

Coordinate and leverage our relationship, human and financial capital to create a business model that offers clients better value.

2014 Tactics:

- Define and build an executive consensus for the governance, organizational and financial changes that foster the ongoing success of a new business model.
- Build and help launch the business plan for a secondary business model that contributes to our role as a regulator while responding to emerging demands for safe technical systems in other jurisdictions.

2015-2016 Tactics:

- Develop and implement better ways to measure the value we add to clients.
- Fully implement the business plan for the secondary business model.

Sustainability Objective 2:

Improve our financial resilience so that we are an active participant in the emerging growth in BC's industrial infrastructure.

2014 Tactics:

- Maintain an appropriate balance between operating reserves, costs and revenues.
- Continue to drive meaningful financial performance measures into the organization to allow all staff to contribute to corporate financial health.
- Base fee changes on strategies implemented in 2014 that benefit both clients and BCSA.
- Improve the way we attach costs to strategic enterprise risks to facilitate risk management.

2015-2016 Tactics:

- Take steps to make costs more flexible to adapt to the economic environment.
- Implement consistent and predictable price increases, as required, and further link prices to safety risk.

Sustainability Objective 3:

Optimize the value of our investments in information technology and related intellectual property.

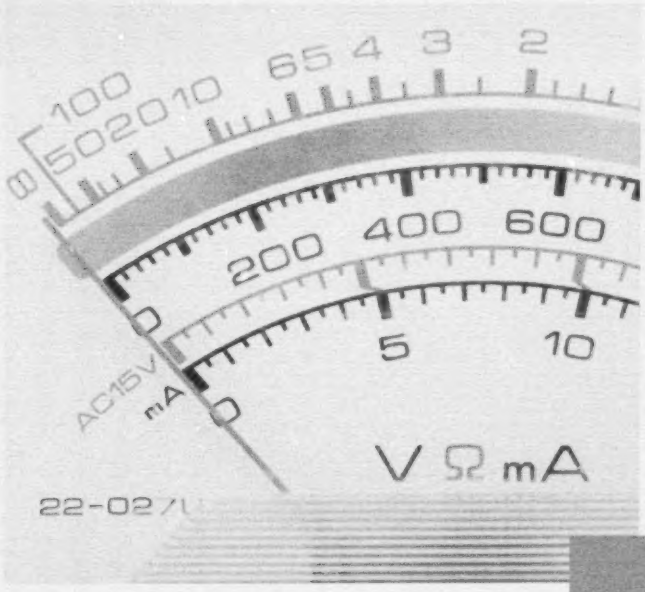
2014 Tactics:

- Integrate information technology, financial, and facilities services to better equip staff with knowledge to improve the business.
- Continue to build the functional capacity of the new IT system to deliver increased revenue capture, operational efficiency, reduced technology costs, improved customer service and improved safety outcomes.
- Substantially move all core systems into the new IT system.

2015-2016 Tactics:

- Continue to build an information systems function that supports a business that uses knowledge to advance safety.
- Connect our knowledge of safety, contractors, operators, and incidents to building and nurturing products and relationships.

Measuring Performance



Our performance indicators are directly linked to our strategic direction. They have a deliberate focus on outcomes and rely less on outside surveys of our performance.

If we manage safety concerns, the sustainability of our efforts, the needs of our clients, and the talent and adaptability of our people, we will successfully deliver our plan.

Table 1: Summary of Corporate (Department) Measures for 2014

SAFETY MEASURES	2014 TARGETS
% High Hazard As-Founds Description Rate	80% of High Hazard As-Founds (rated as either 4 or 5) have a description of hazard found in the notes section of the physical assessment/inspection record.
Implement the use of a Resource Allocation Program (RAP) for Boiler, Elevating and Passenger Ropeways operating permits	Design, train, and rollout the use of RAP for assessments of Boiler, Elevating, and Passenger Ropeway operating permits (and establish an internal operational performance report to establish a baseline by end of 2014).
Provide safety knowledge to client groups	Establish interactive, online, safety knowledge forums for each of the following technologies: Electrical, Gas, Boilers, Elevating, Passenger Ropeways, and Rail.

Table 1: Summary of Corporate (Department) Measures for 2014 (continued)

CLIENTS MEASURES	2014 TARGETS
Productivity focus through channel shift - expanding client self-service through MyConnection	By December 31, 2014, the MyConnection portal will process 70% of all Gas and Electrical installation permits and contractor work declarations. Additionally, the portal will expand to allow clients to perform the following transactions: Gas and Electrical contractor license renewals; and Gas and Elevating Device Construction Hoistways Operator certification renewals.
Client experience	During Q4-2014, at least one client survey indicates a client satisfaction rating where: • at least 50% of clients rate their experience with MyConnection as "Very Good" or "Excellent"; and • at least 75% of clients rate BCSA's overall performance as "Very Good" or "Excellent".
Supporting learning / sharing safety knowledge	Safety officers and client service representatives, by employee group, spend twice as many hours on proactive client outreach and education as in 2013, on a combination of structured technical talks and personal contact with clients.
Understanding client needs and tailoring our services to better meet client needs	Launch online stakeholder consultation tool, and publish data on the link between client feedback/input/needs assessments and BCSA's development of new services or enhancements to existing services.

PEOPLE MEASURES	2014 TARGETS
Human Resources Management System	By September 30, 2014, data conversion audit indicates accurate payroll information transferred to the new system which enables independent payroll run.
Support our employees in leading and delivering innovative safety services	By December 31, 2014, improve work allocation flexibility by documenting a business process to identify and describe the interchangeable work between gas and boiler safety officers.
Continue cultural transformation (how we work) in support of our 10 year Strategy	Minimum increase of 5 percentage points in employee responses to these culture questions: • I am given opportunities and encouraged to learn or train to improve my skills (2013 benchmark is 72%); • I understand and I am personally committed to the 10-Year Strategy and the 3-Year Business Plan (2013 benchmark is 65% for the index).

SUSTAINABILITY MEASURES	2014 TARGETS
Contribution Margin [Revenue - Direct costs (as adjusted)] / Revenue	36.0% (after deferral)
Overhead Ratio [Total Costs - Direct Costs (as adjusted)] / Revenue	38.3% (after deferral)
Return on Capital Investment in STAR	8% return in 2014 as measured by increased revenue capture, increased operational efficiency and reductions in operating costs of technology.
Strengthening our Operating Reserve	By end of 2014, Operating Reserve increases by a minimum of $200,000 year-over-year.

Financial Outlook

Forward-looking statement

There are numerous factors, some beyond our control, which could cause these figures to vary from expectations. Key risks to the 2014 budget are the predicted strength of the provincial economic recovery, and management of the costs of modernizing our core information system.

The figures provided for the years 2015 and 2016 are not budgets; rather, they are forecasts that are susceptible to variation. All forward-looking statements within this report should be understood to involve risks and uncertainties that could cause actual financial or operating results to differ significantly.

Table 2: BC Safety Authority Statement of Operations

REVENUE	FORECAST 2013	BUDGET 2014	FORECAST 2015	FORECAST 2016
Service and related fees	41,257,000	43,295,000	45,127,000	46,828,000
Interest income	380,000	360,000	450,000	450,000
TOTAL REVENUE	**41,637,000**	**43,655,000**	**45,577,000**	**47,278,000**
EXPENDITURE				
Salaries and benefits	30,160,000	30,841,000	31,400,000	32,400,000
Amortization of property and equipment	3,234,000	3,450,000	3,600,000	3,700,000
Building occupancy	2,480,000	2,644,000	2,724,000	2,778,000
General operating and administration	3,727,000	3,721,000	3,796,000	3,873,000
Communications and information services	1,920,000	1,706,000	1,740,000	1,775,000
Transportation	1,691,000	1,777,000	1,812,000	1,849,000
Corporate governance	415,000	486,000	496,000	506,000
TOTAL EXPENDITURE	**43,627,000**	**44,625,000**	**45,568,000**	**46,881,000**
SURPLUS OR DEFICIT	-1,990,000	-970,000	9,000	397,000

Glossary

Alternative Safety Approaches (ASA)
A performance-based approach to achieving compliance with the *Safety Standards Act*, which allows owners or operators of regulated equipment to meet safety objectives in ways other than those prescribed by the regulations.

- **Equivalent Standards Approach**
  A limited-scope Alternative Safety Approach which applies to a limited aspect of an installation or operation.
- **Safety Management Plan**
  A broad-scope Alternative Safety Approach which includes the safety of an entire facility.

As-found conditions
Conditions found by safety officers during physical assessments or investigations of regulated work or equipment.

Assessment
An evaluation or review of information relating to regulated work or equipment. Key BCSA activities in Assessment are:

- gathering of evidence through on-site / physical assessments (of reported hazards and work performed by contractors or homeowners);
- gathering of evidence through incident investigations;
- reviews of permit applications and submitted or accepted declarations;
- audits or documentation evaluations (of Safety Management Plans for example);
- reviews of qualifications for licensing or certification; and
- reviews of products and designs when approving these for use in BC.

Audit
A review focused on the system or process used by a duty holder to manage safety outcomes.

Duty holder
A person who is responsible for compliance because they either own or work on regulated equipment, products or assets according to the *Safety Standards Act*.

Field Safety Representative (FSR)
An individual who holds a certificate of qualification which entitles them, on behalf of their employer, to make declarations that regulated work complies with the *Safety Standards Act* and regulations.

Resource Allocation Program (RAP)
A scoring program which uses current and historical data to assess potential safety risks associated with different types of work and equipment, and which is based on the scope and stage of work performed; equipment environment; and safety history. This system assists BCSA in determining resource allocation.

Strategic client
The primary target audience for a product or service.

Safety Authority

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